











Regulatory Services

(Housing Inspection Services, Fire Inspection Services and Problem Properties Unit)

November 19, 2013

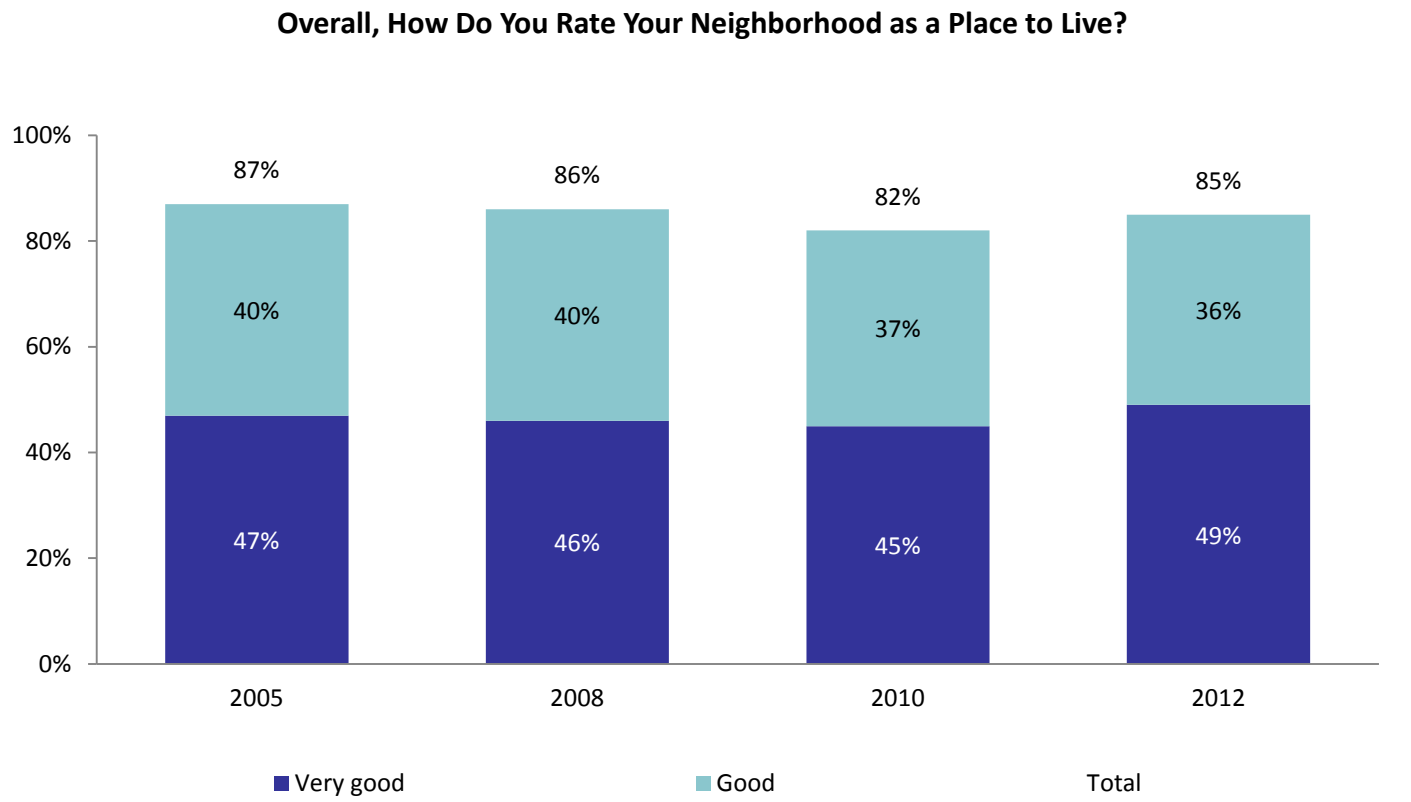
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Measures in regular text are “influence” level. These are measures that the department’s work influences but does not control.

Measures in italics are “control” level. They represent the programmatic or operational activities of the department.

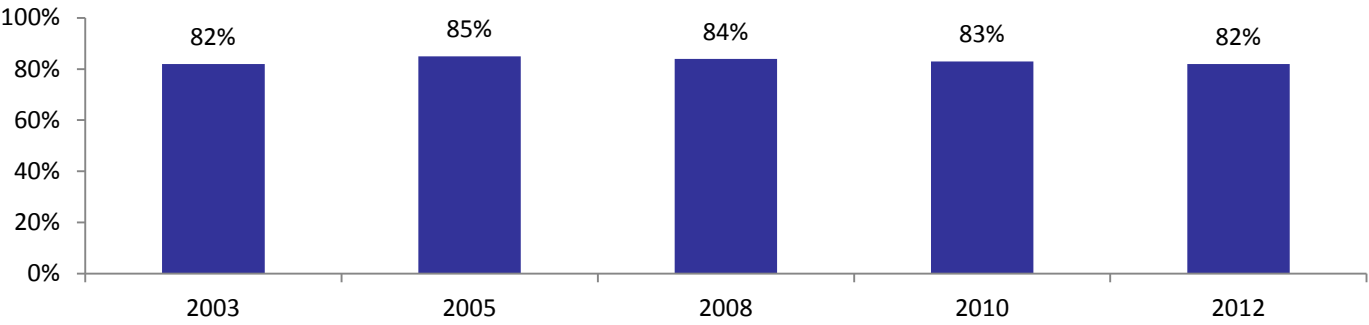


Note: For comparisons by survey year, the margin of error is plus or minus four percentage points around any given percentage point and differences from 2011 to 2012 must be five percentage points or higher before they should be considered real changes in population sentiment.

Source: Resident Surveys

**Minneapolis is considered a livable and inviting
community to residents, businesses
and visitors alike**

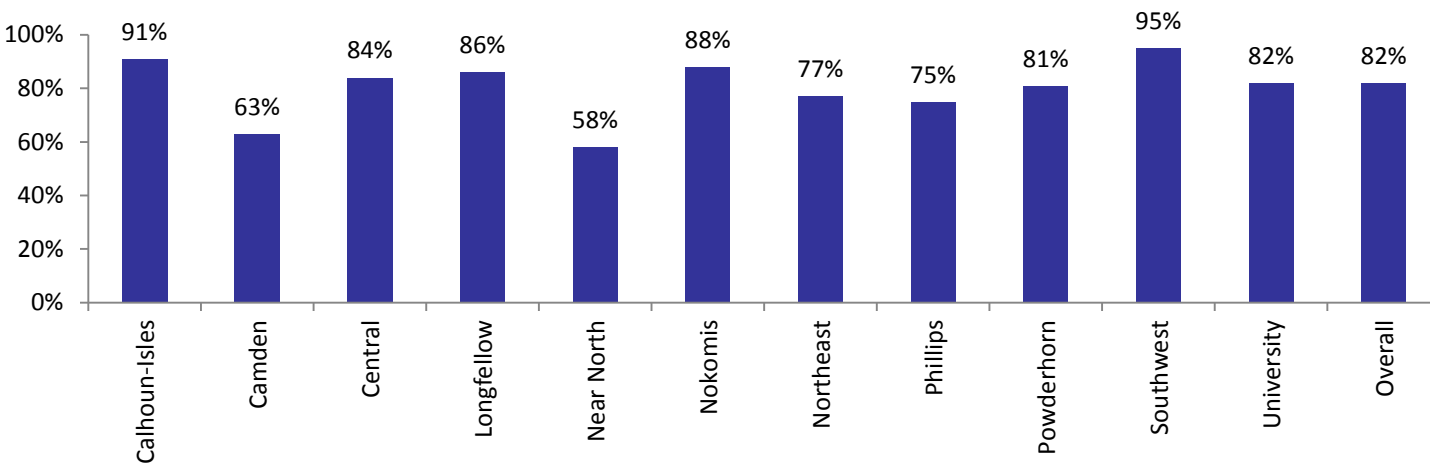
Residents Who Agree Their Neighborhood Is Clean and Well-Maintained



Note: For comparisons by survey year, the margin of error is plus or minus four percentage points around any given percentage point and differences from 2011 to 2012 must be five percentage points or higher before they should be considered real changes in population sentiment.

Source: Minneapolis Resident Surveys

Residents Who Agree Their Neighborhood Is Clean and Well-Maintained, by Community Planning District, 2012



Note: Due to sample size, the margin of error is ± 10 percent for community planning districts.

Source: Minneapolis 2012 Resident Survey

Why are these measures important?

Maintaining housing infrastructure is critical to the long-term stability of Minneapolis’ neighborhoods. The Department has several processes that directly impact the immediate condition of a property, whether a property is rehabbed or demolished and how the property is maintained. These processes include rental license inspections, restoration agreements, nuisance abatement and demolition.

Vacant and boarded buildings negatively affect the safety and livability of the City’s neighborhoods and lead to surrounding property value decline and instability. As the housing market and economy recover, Regulatory Services has taken the opportunity to re-focus efforts on incentivizing rehabs through working closely with non-profit partners, the City of Minneapolis Department of Community Planning & Economic Development (CPED), Hennepin County, preservation advocates and neighborhood associations. These partnerships have benefited all involved and resulted in a decline in demolitions and an increase in facilitated rehabs (through restoration agreements, Code Compliance completions or CPED initiated).

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The number of properties registered as vacant continues to decline as the housing market recovers. The number is down 17 percent from the end of 2012 and down 33 percent since the end of 2011. As the market naturally manages the recovery of the majority of vacant homes, properties that have remained vacant for longer periods of time continue to be a problem.

One of the additional challenges our neighborhoods face is the recent surge in rental licenses. As the housing market imploded, investors and homeowners found that converting a property to use as a rental was an effective way of investing, despite the often deleterious effect on surrounding properties and the city's neighborhoods. The rise in conversions and licensed rental properties led to a rise in associated problems, necessitating frequent intervention on the part of multiple city departments.

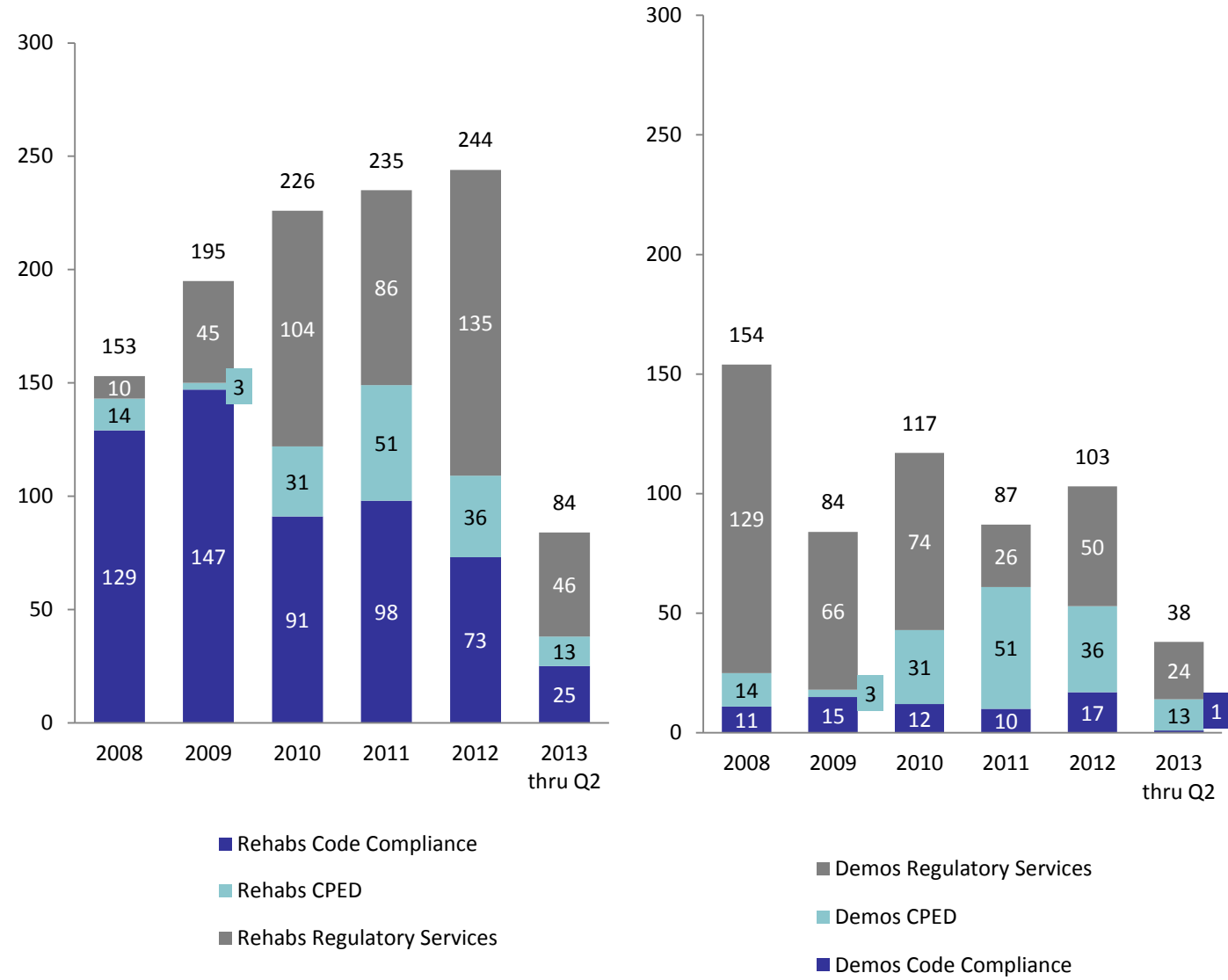
What will it take to make progress?

For vacant and boarded properties, identifying clear ownership helps the City and its partners direct the abatement strategies most appropriate to the situation and make the most sense for moving properties into the active housing market. The longer a property remains vacant, the more likely it is to be acquired by the City or to be assumed by Hennepin County through tax forfeiture.

A recent study of properties that have been on the vacant and boarded list for more than two years revealed a preponderance of properties with numerous housing code violations, properties that have a higher tax burden and properties that are caught in a stalled foreclosure. A team of City staff and non-profit partners are working on strategies to address these issues. Possible solutions include giving the City the authority to take long-vacant and/or boarded properties into receivership, allowing the City to quickly and effectively deal with the property and return it to meaningful use.

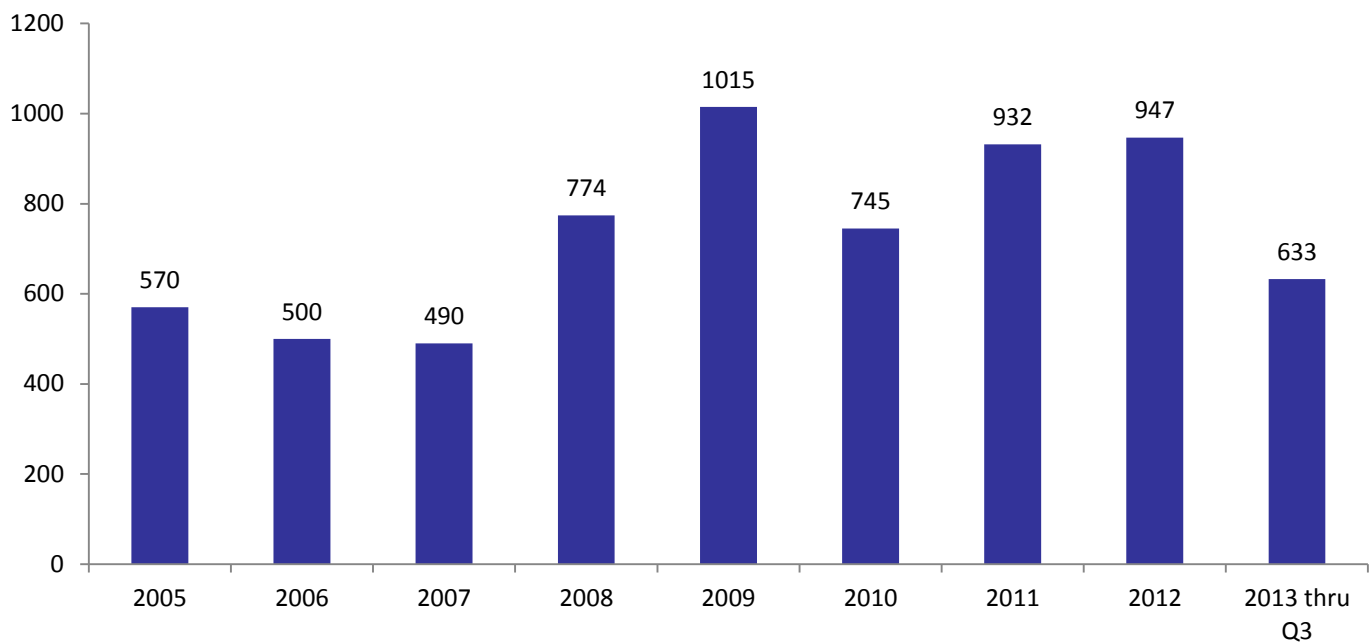
Improving neighborhood livability and preserving the housing stock cannot be achieved through regulation alone -- engaging community members, preservation activists, non-profit housing partners and government agencies is necessary for strategies to be effective. Additionally, encouraging or requiring landlords to take rental property management workshops and adding restrictions and conditions on rental licenses is a policy route that is being worked on.

City-Wide Housing Rehabilitations and Demolitions



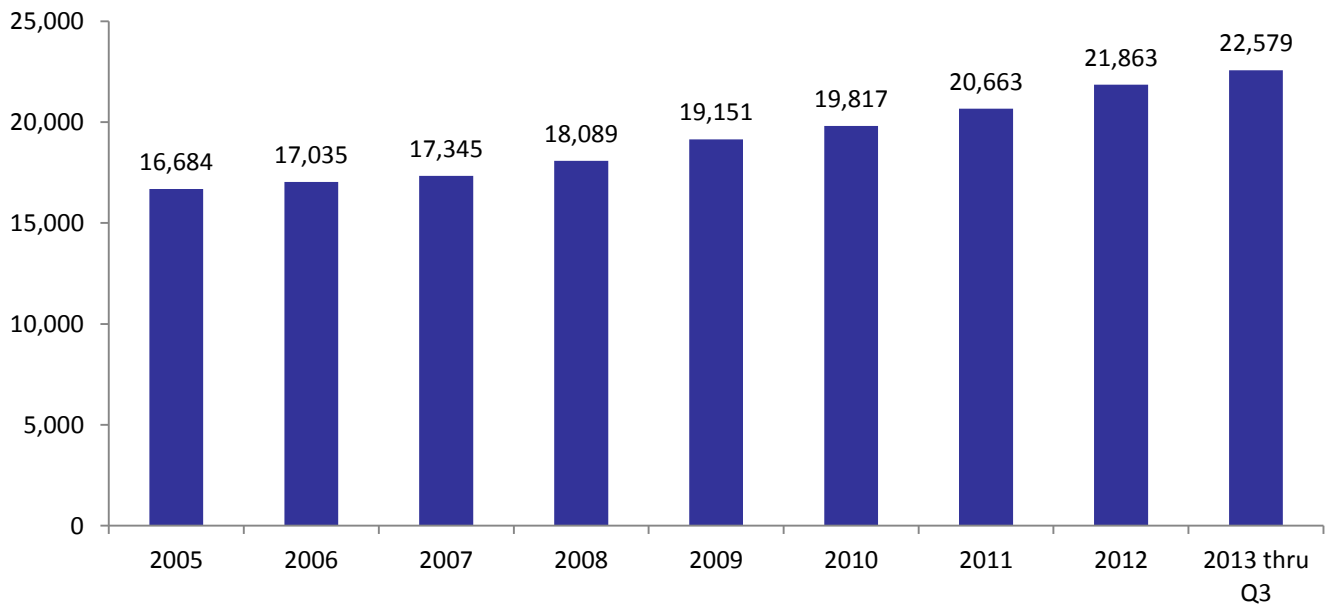
Source: KIVA/COGNOS

Rental Conversions



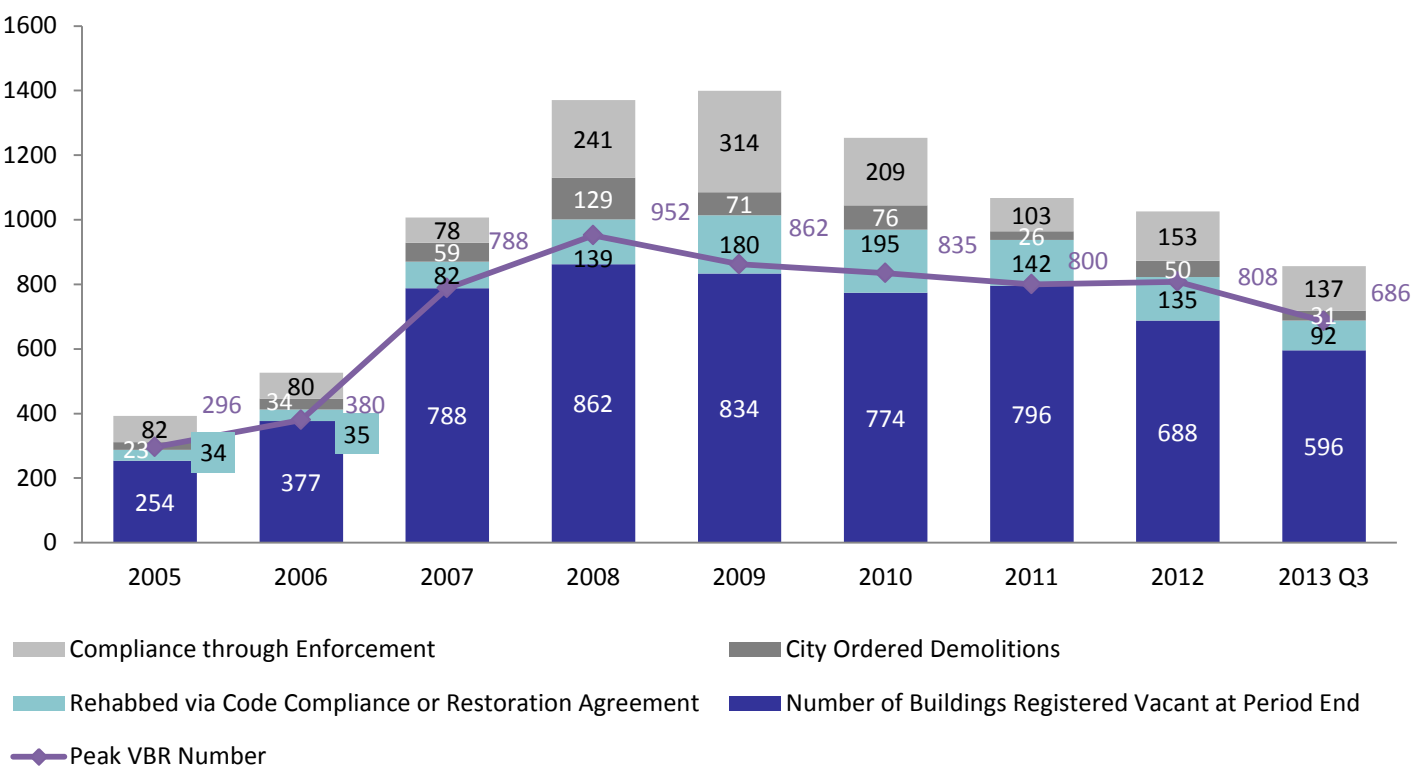
Source: KIVA/COGNOS

Rental Licenses Issued



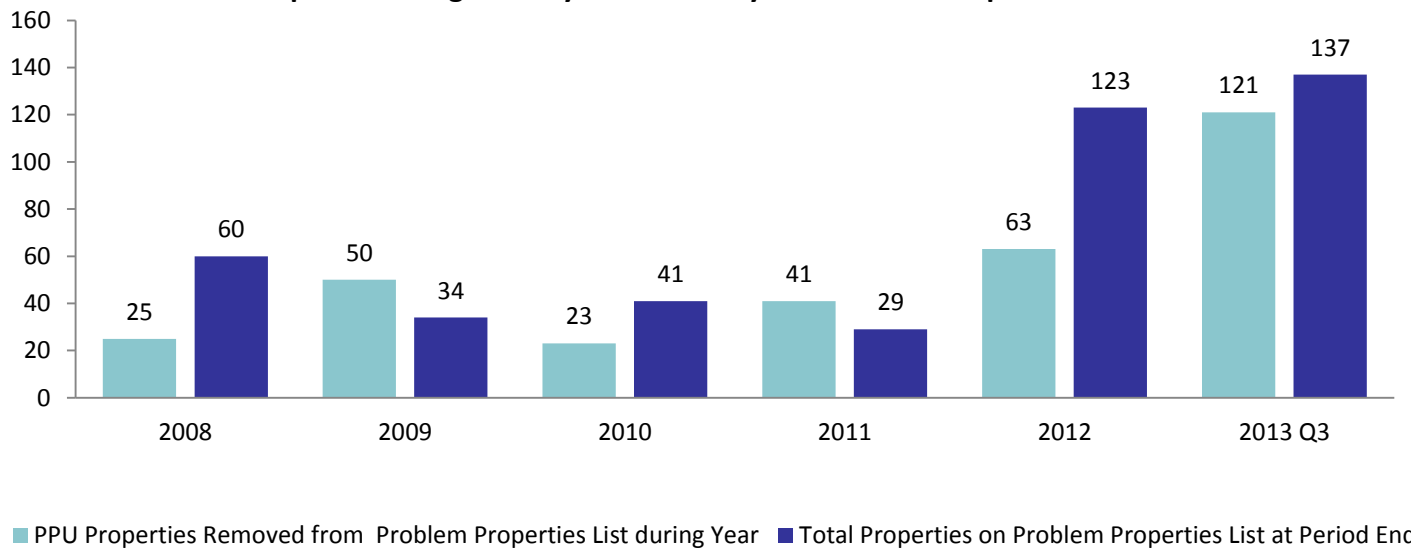
Source: KIVA/COGNOS

Vacant Building Registration Activity



Source: KIVA/COGNOS

Properties Being Actively Addressed by the Problem Properties Unit

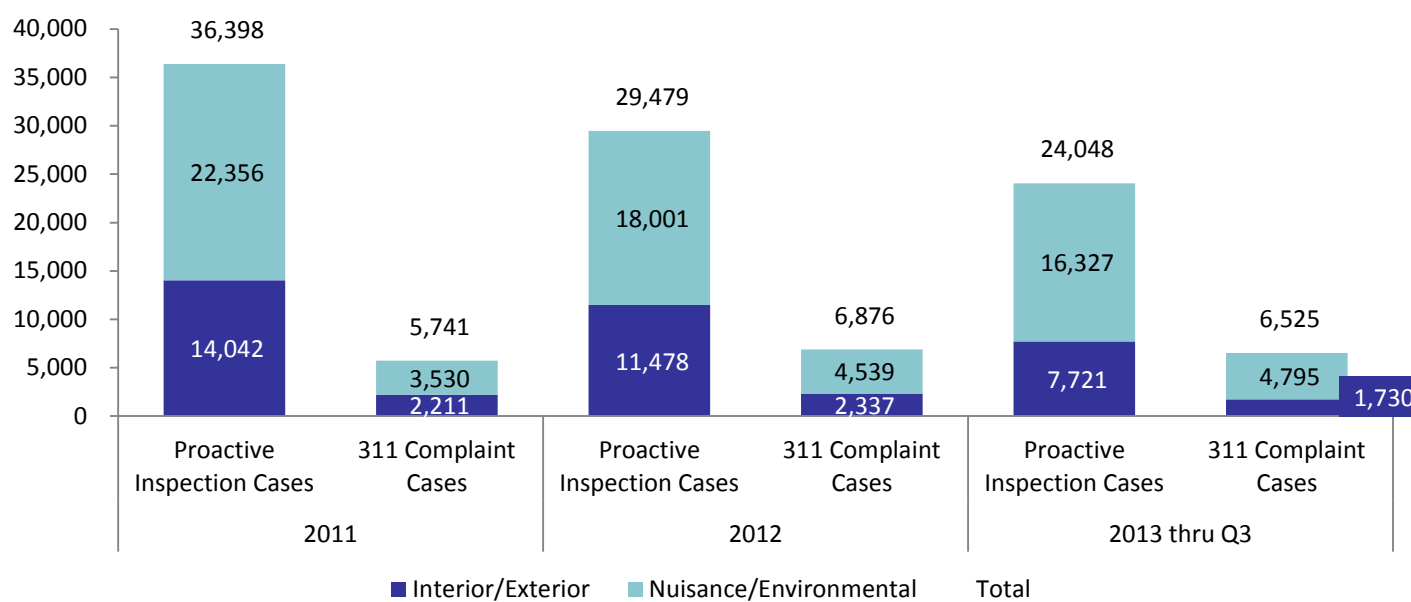


Note: Tier 3 properties are a part of this list as of 2013.

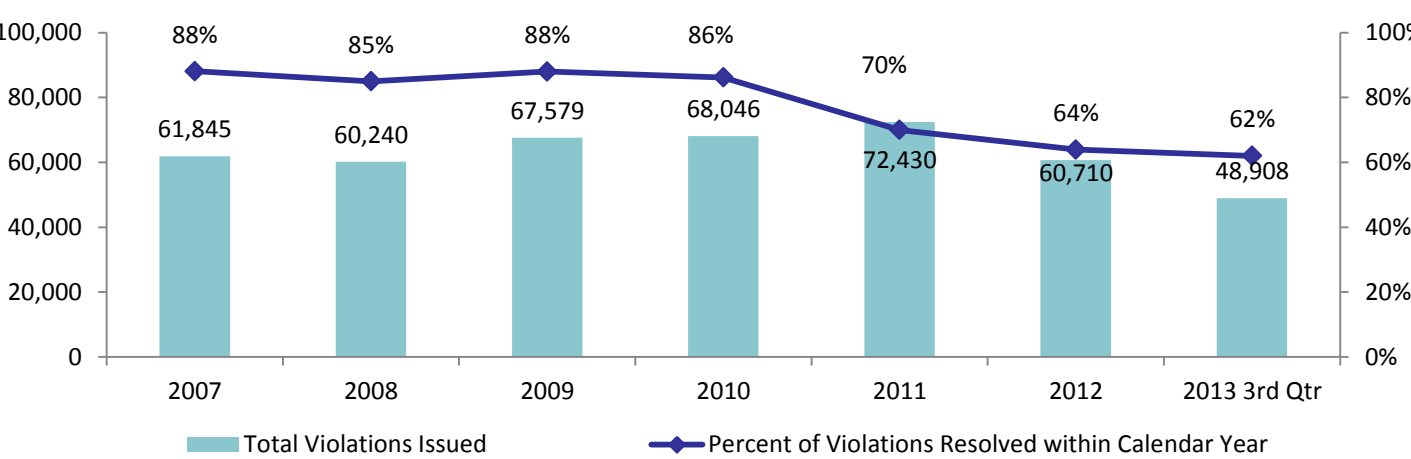
Source: KIVA/COGNOS

Residences, commercial structures, streets and neighborhoods are safe for residents and visitors –

Number of Proactive and 311 Driven (Reactive) Cases



City-Wide Housing Violations and Resolution, One to Three Units



Source: COGNOS

Why are these measures important?

The core mission of Housing Inspection Services, Fire Inspection Services and the Problem Properties Unit is to promote quality housing and livable neighborhoods for all residents. Every resident within the city has a reasonable expectation to live in and next to dwellings that are safe, sanitary and meet the minimum housing standards. This work is done through education and enforcement of the Housing Maintenance Codes.

If a resident or property owner receives a violation and complies without the need for additional enforcement it saves time and financial resources. Additional enforcement for case resolution includes contractor abatement of nuisance conditions, criminal summons, administrative citations, condemnations and license revocations. Compliant property owners have reasonable expectations that all property owners are held to the same standards.

Additional narrative on next page...

By responding to customer 311 complaints, conducting proactive and complaint-driven inspection activities and implementing our systematic rental license program, we maintain and improve the city's residential, commercial and industrial structures. In the charts in this report, the term "cases" refers to a set of orders issued to a property owner. These are typically grouped by type of violation. A "violation" refers to a specific code deficiency. The term "inspection" refers to a visit by an inspector to a property and is associated with a specific case.

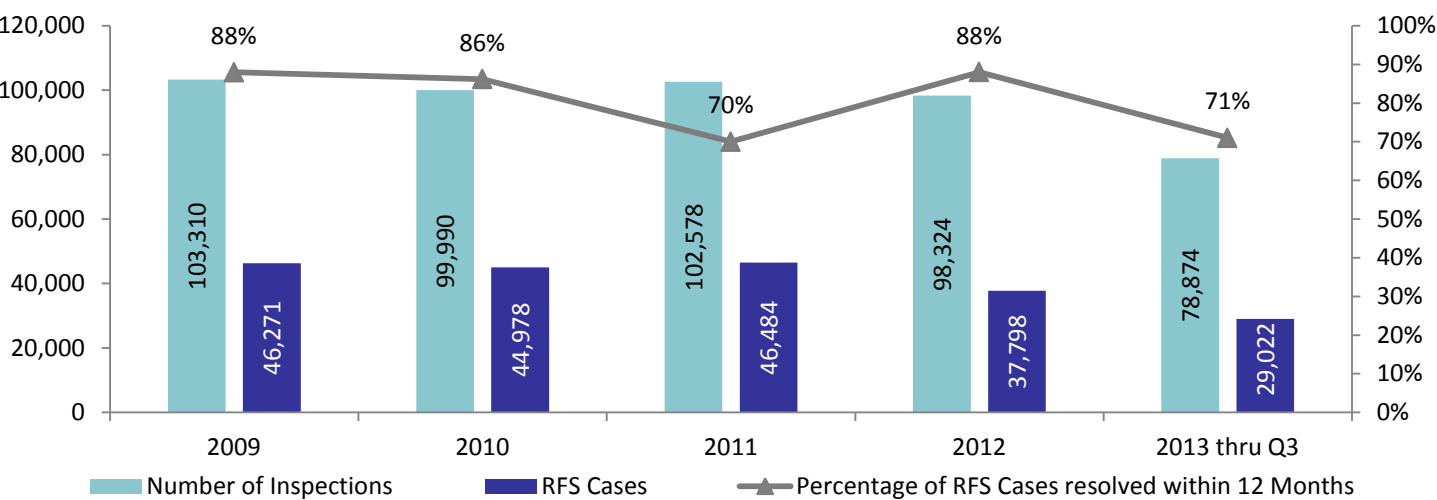
Focused inspections are integral in assuring that residents are living in safe housing. The current strategies Regulatory Services deploys are proactive code enforcement, including the tiered inspection program; change of ownership in one to three unit rental buildings and rental conversion inspections. Proactive enforcement produces visible improvement in the livability of the neighborhoods.

What will it take to make progress?

Our target objective is to ensure the safety of every person who lives or works in the City of Minneapolis. Regulatory Services applies the Housing Maintenance and Fire Codes to residential properties, commercial and industrial structures and hazardous material facilities. An inspection is not just an opportunity to achieve compliance with applicable codes, but to also educate the community and property owners about the standards expected of properties in Minneapolis.

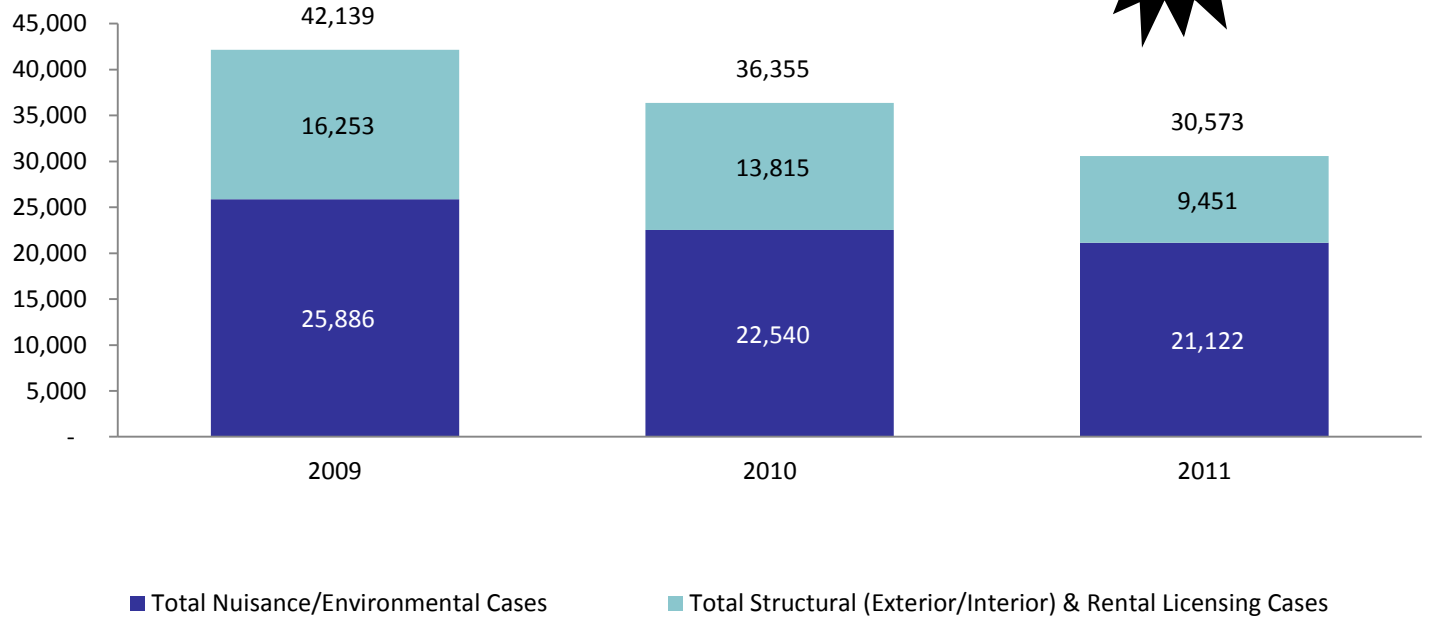
Cyclical residential and commercial inspection programs result in an increased frequency of inspections and greater compliance. As violations are identified and corrected, the result will be safer structures for the occupants. Ideally, an educated public proactively maintains properties, resulting in fewer orders and fewer inspections. Increasing the frequency of inspections is critical to making progress. This can be done both through added inspectors (four new positions are included in the Mayor's proposed 2014 budget) and by using a tiered inspection system that allows the department to focus more frequent inspections on properties in greater need of attention. Engaging more landlords in taking rental property management workshops and adding restrictions/conditions on rental licenses area are also strategies that encourage appropriate compliance and better managed properties.

Number of Housing Inspections and Cases and Percent of Violations Resolved



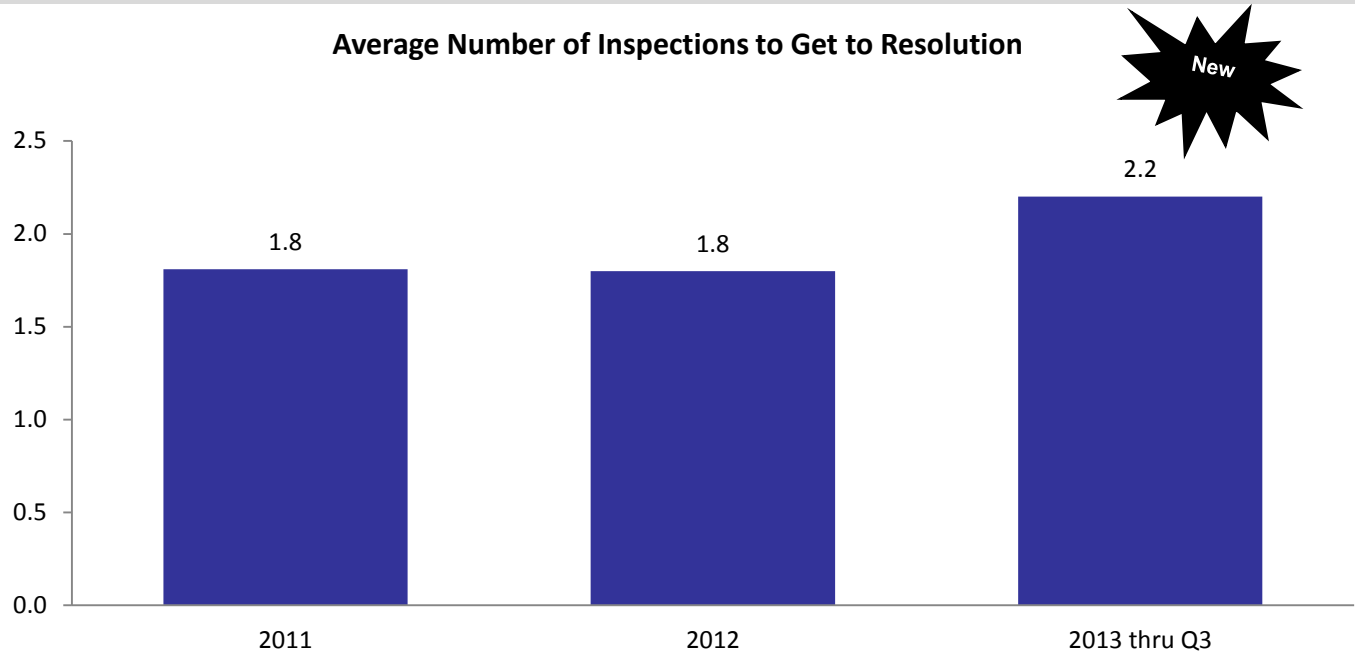
Note: One Request for Service (RFS) case may contain multiple violations
Source: KIVA/COGNOS

Housing and Problem Properties Unit Cases by Type



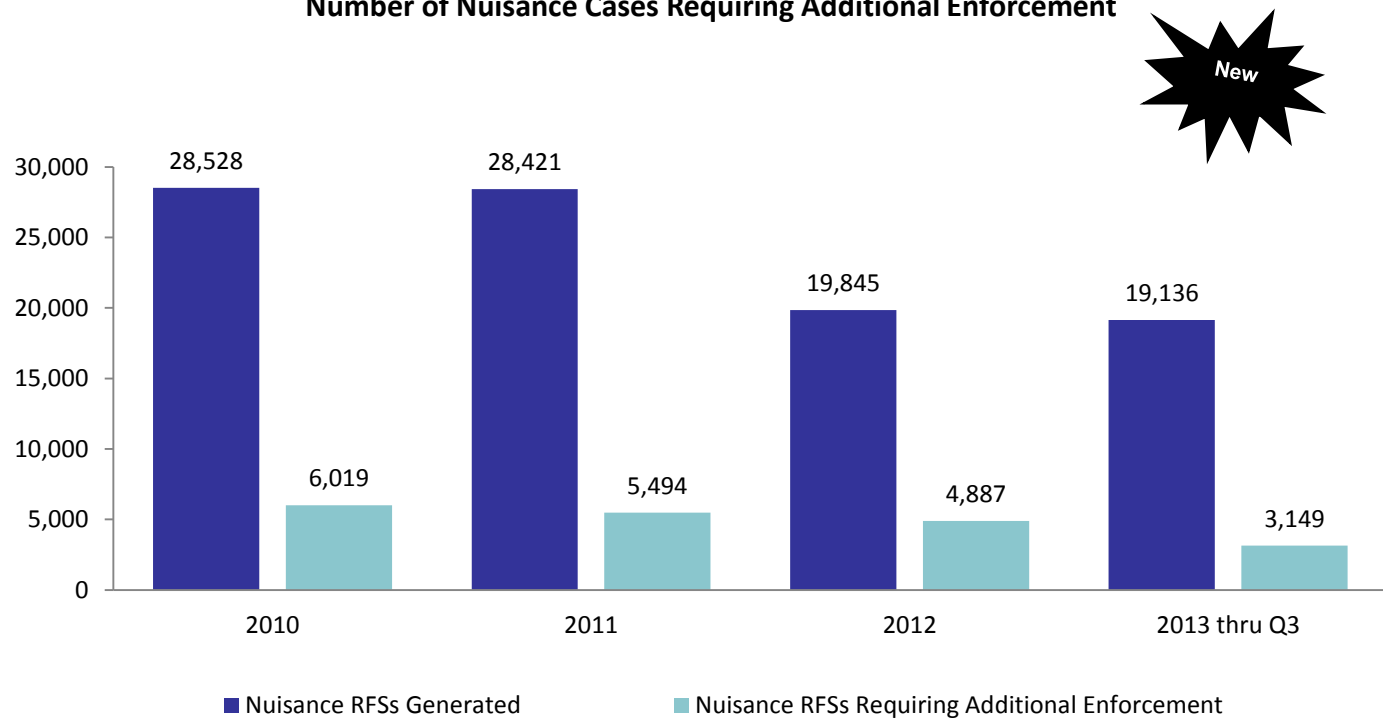
Source: KIVA/COGNOS

Average Number of Inspections to Get to Resolution



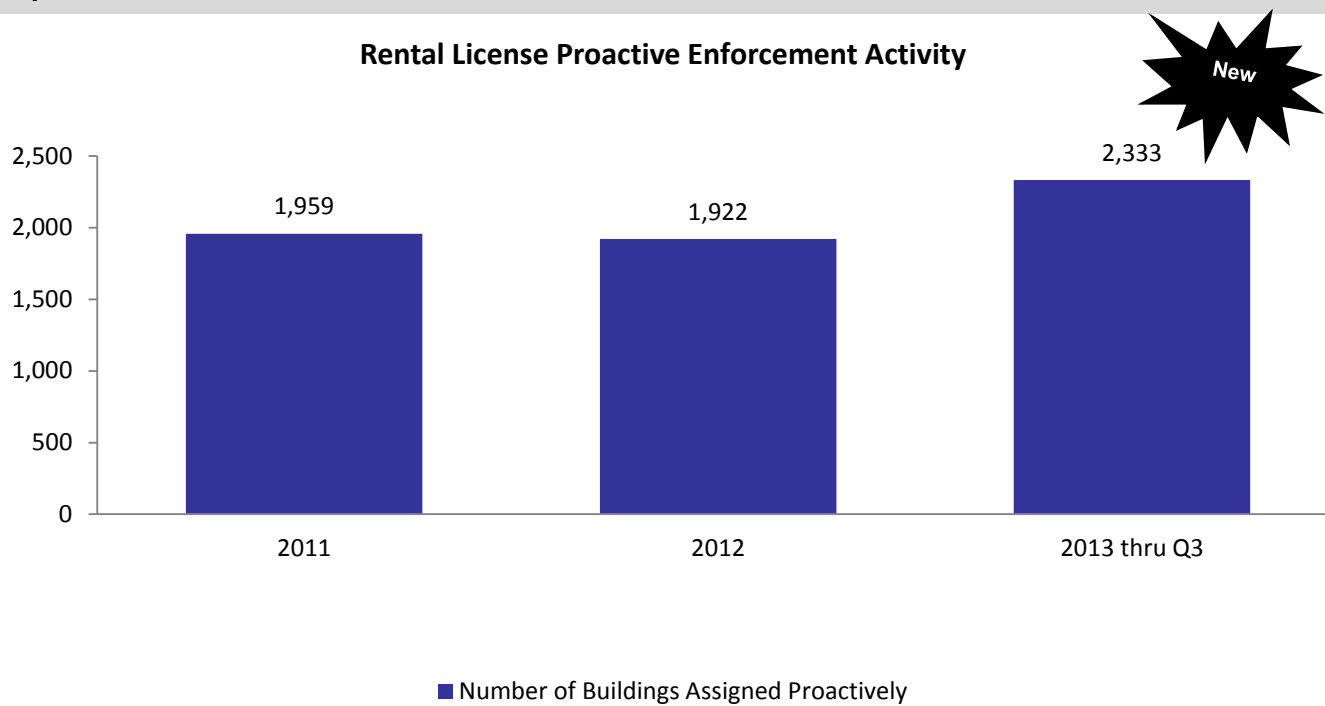
Note: Includes both housing and fire inspections, within a calendar year
Source: KIVA/COGNOS

Number of Nuisance Cases Requiring Additional Enforcement



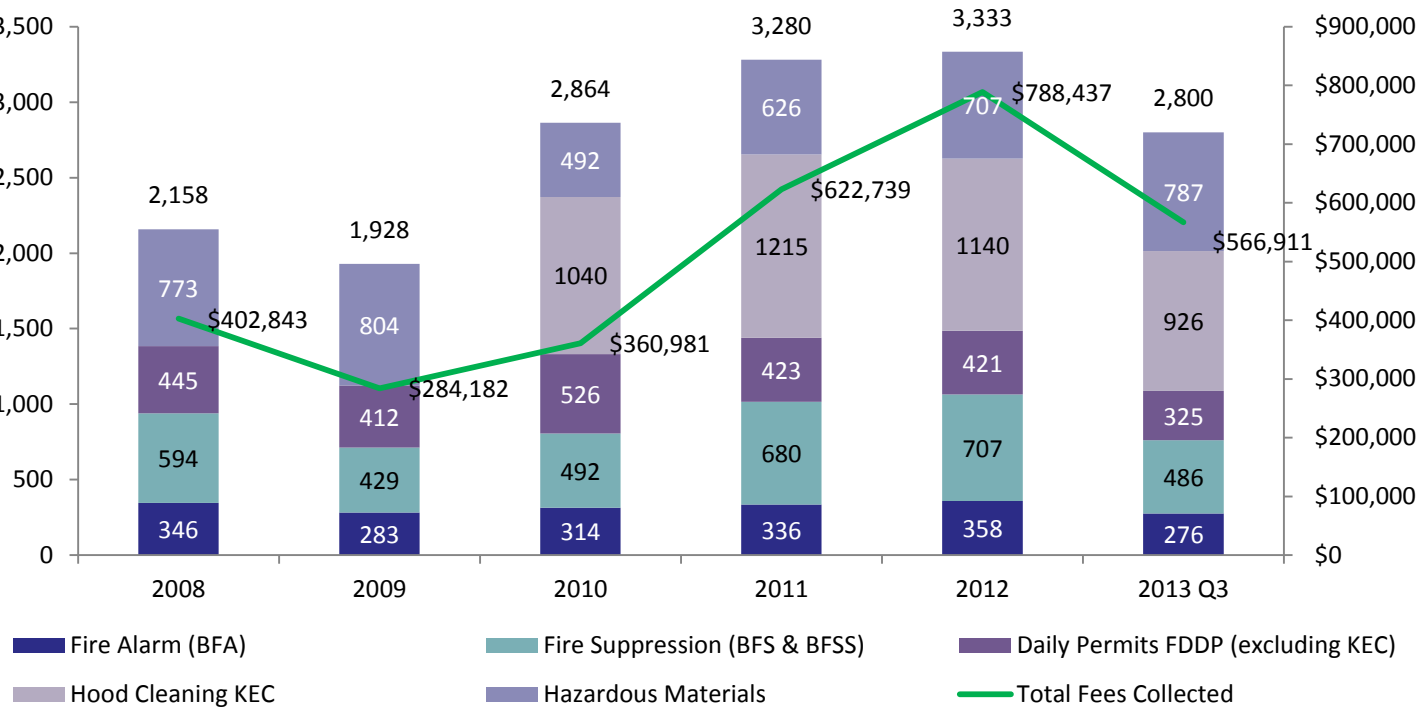
Source: KIVA/COGNOS

Rental License Proactive Enforcement Activity



Source: KIVA Allet Report

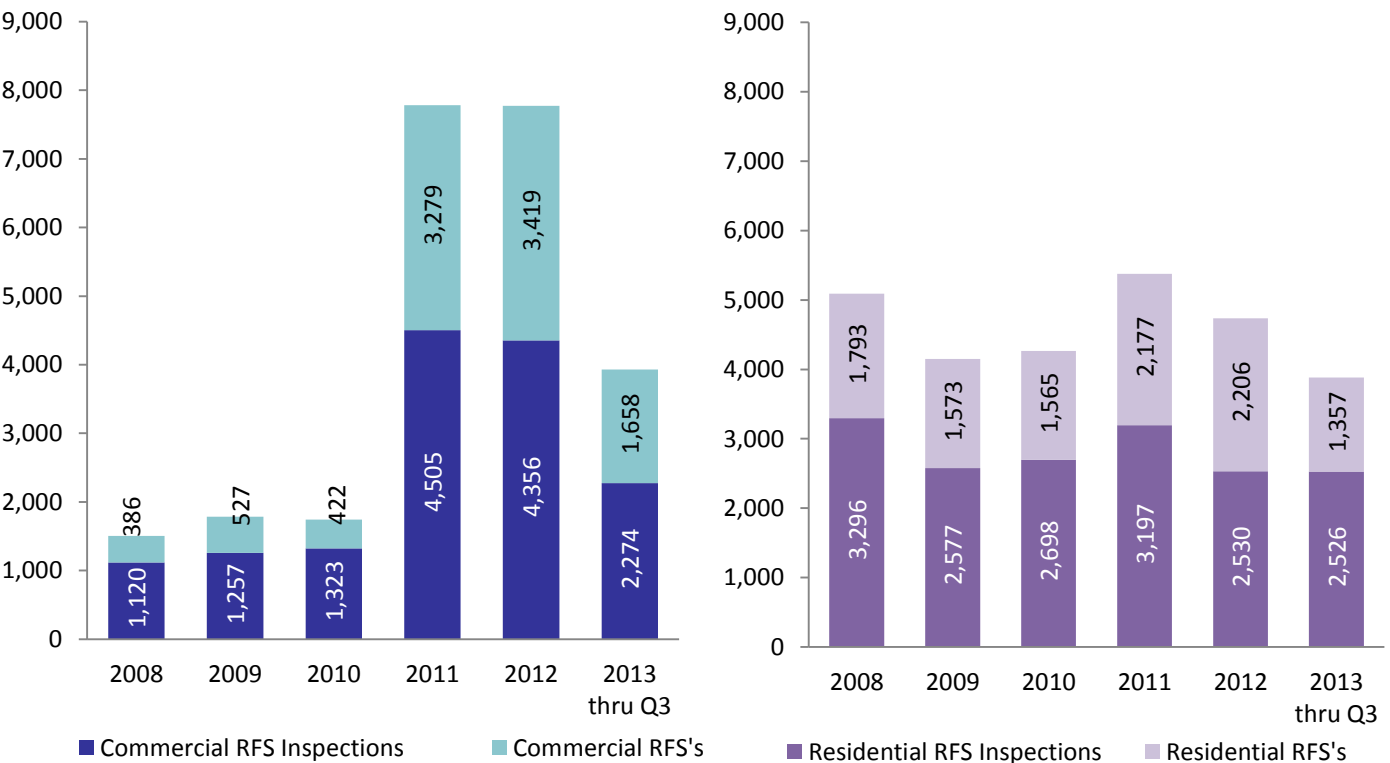
Permits Issued and Fees Collected by Fire Inspection Services



Note: Hazardous Material Permits are not included in the Total Fees Collected

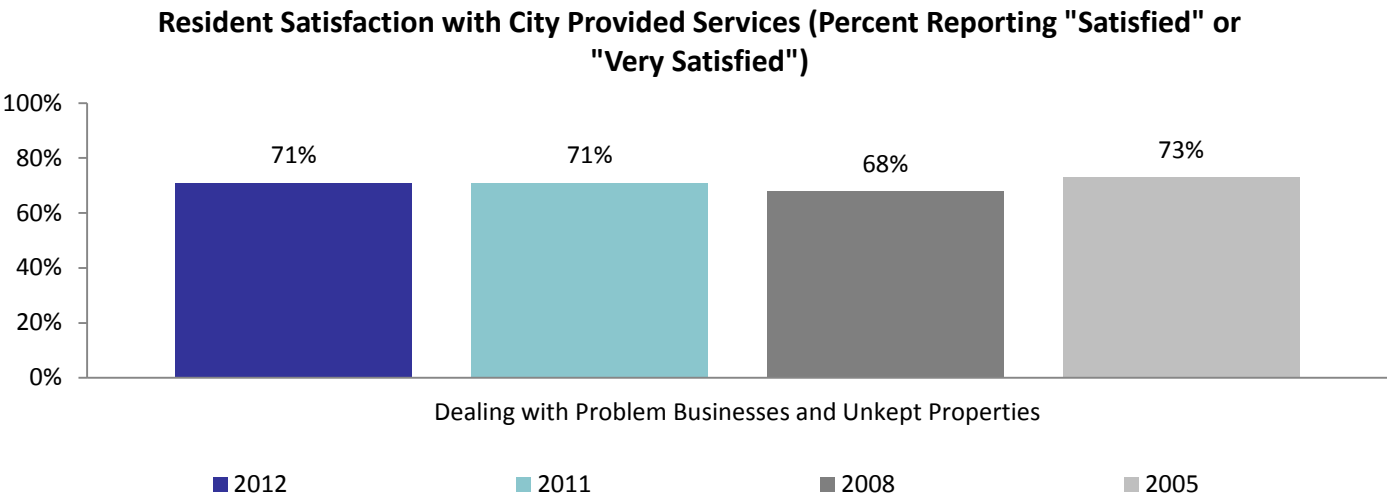
Source: KIVA/COGNOS

Fire Inspection Services Request for Service Cases and Inspections



Source: KIVA/COGNOS

Regulatory Services actively partners with external stakeholders to promote compliance and collaboration



Note: For comparisons by survey year, the margin of error is plus or minus four percentage points around any given percentage point and differences from 2011 to 2012 must be five percentage points or higher before they should be considered real changes in population sentiment.

Source: Resident Surveys

Why are these measures important?

Regulatory Services is committed to community engagement with neighborhoods, businesses and non-profit stakeholders throughout Minneapolis. The department values meaningful input into all of our business lines.

One of the first steps has been working with the community and stakeholders on solutions for hundreds of vacant properties in the city. Neighbors and neighborhood organizations frequently have information about properties that is unavailable to the City, as well as other data that, when paired with regulatory information, can lead to positive solutions for all concerned. Regulatory Services has begun forum discussions with neighborhood organizations, housing organizations, preservation advocates, the Twin Cities Land Bank, CPED and Hennepin County about “upstream” opportunities and mechanisms that will lead to collaborative solutions and the best outcomes for our boarded and vacant properties. Through this process, we hope to capitalize on the wisdom and resources of communities and find creative ways to rehab and strengthen the city’s housing stock.

In the past year, Regulatory Services has addressed a gap in our ability to deal with housing code violation cases when a homeowner is elderly, low-income, or mentally or physically challenged. In many situations, a strictly regulatory approach is not effective and another approach is needed. In response to this gap, Regulatory Services partnered with the City of Minneapolis Department of Neighborhood and Community Relations (NCR) to create the Housing Navigator position. The primary goal is to work with these challenged owner-occupied properties and provide the specialized approach required to bring the properties into compliance and engage the owner in stabilizing their housing situations. Assistance includes face-to-face outreach to help explain housing code orders, directing the owner to available resources, and inviting other partners (if appropriate) to the table to help ensure a long-term result.

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Compliance through Collaboration with Partners: Resident Satisfaction

Another example of successful community engagement was 2013's All Together Now pilot program. All Together Now is a new initiative in partnership with neighborhood associations and participating businesses. A pilot area was selected this fall in five neighborhoods: Cleveland, Folwell, Webber-Camden, McKinley and Victory. 7,000 letters went out letting property owners know about the initiative and encouraging everyone to do their part in cleaning up their yards. The letter included resources and information on local businesses that provided discounts for home and yard improvement products.

Once inspectors went out in the five pilot neighborhoods, they focused on nuisance violations with a special focus on properties with history of these types of violations and on the vacant properties in this area. Types of violations issued were for owners to:

- Remove rubbish, old tires, and litter in yards and alleys
- Trimming bushes and trees that hang into the alley, sidewalk or street
- Remove "volunteer" trees and bushes from alleys and around the foundations of buildings
- Remove inoperable vehicles (including unlicensed vehicles) or store them in an enclosed garage

Only 419 property owners out of 7,000 were issued orders. A total of 596 violations were issued, which provides preliminary indication that proactive notification and education successfully reduce the number of violations in the target area. In this case, only six percent of the properties in the pilot area were found to have violations. An expansion of this model is expected to begin in the spring of 2014.

What will it take to make progress?

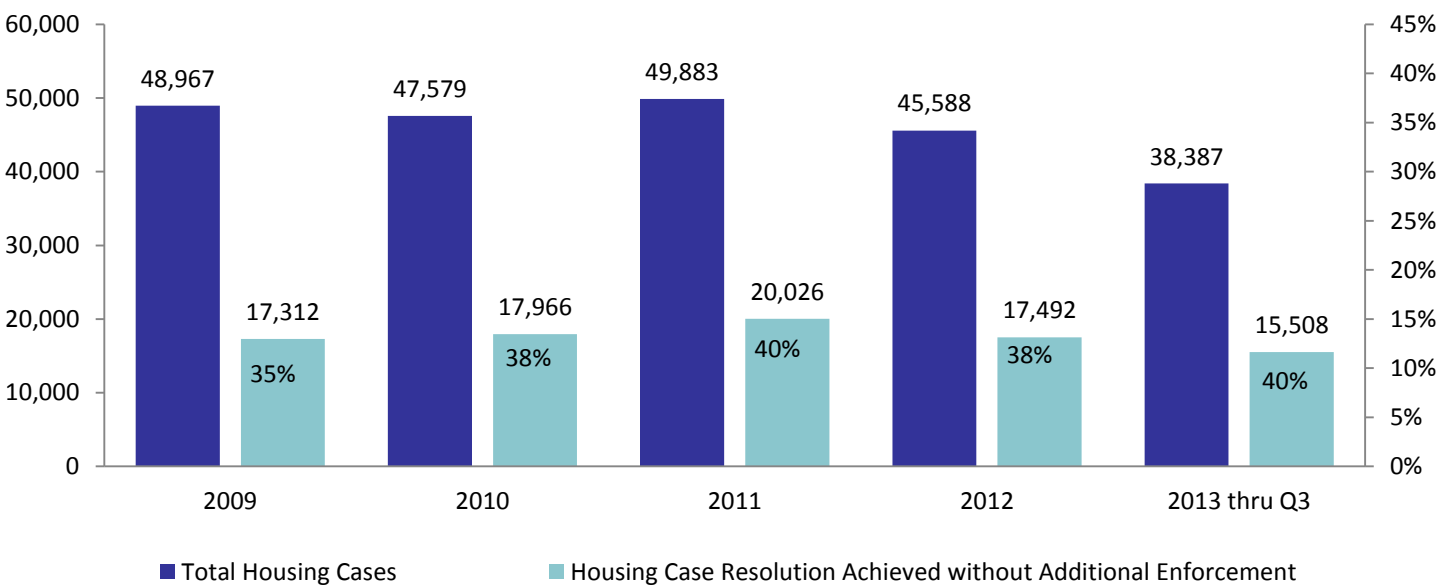
Historically, Regulatory Services has partnered with organizations like Caring Souls, Metro Paint-A-Thon, Neighborhood Involvement Program (NIP), Chore Girl Services, CPED's Code Construction Services division and the Minneapolis Fire Department to address problematic areas, demographics and violation patterns. Future success will be dependent upon continuation and expansion of partnerships and a continued focus by the department on community engagement.

In July 2013, Regulatory Services partnered with a team of agencies and departments to conduct a pilot project to improve the implementation of the Conduct on Premises Ordinance. The pilot focused on the northern section of the 4th Precinct. The primary goal of the pilot was to reduce the number of nuisance police calls (disturbances, fights, loud music, parties, etc.) and increase the number of valid Conduct on Premises notices.

Regulatory Services worked closely with the 4th Ward Care Task Force, the Minneapolis Police Department, 911 Leadership and Hennepin County Attorney's office in involving community members in reporting nuisance situations. The 4th Precinct SAFE Team then identified 100 top chronic nuisance addresses and Regulatory Services communicated with applicable rental property owners informing them of the program and asking for their cooperation. While the timing has been too short to come to definite conclusions, preliminary results have led to several key improvements and policy and procedural changes are underway.

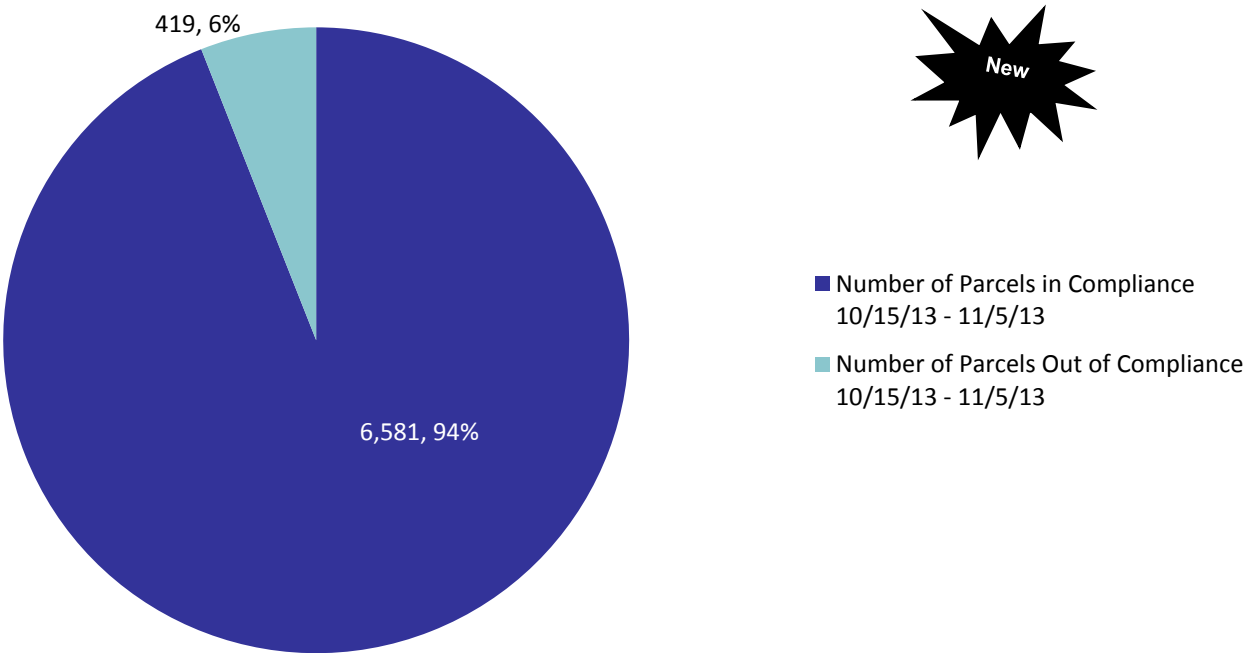
Partnerships like All Together Now and Conduct on Premises are crucial to the long-term success of the City in dealing with problematic behaviors and addresses. More importantly, All Together Now showed the effect of education and notification on property owners addressing nuisance conditions on their property. Finding simple and effective methods to interact with and educate property owners is a long-term strategy that will require a great deal of preliminary work but is expected to pay great dividends. Additionally, All Together Now's partnership with local hardware and home improvement stores was an effort to both promote local businesses and involve them in the ongoing process of addressing nuisance conditions.

Housing Case Resolution without Additional Enforcement

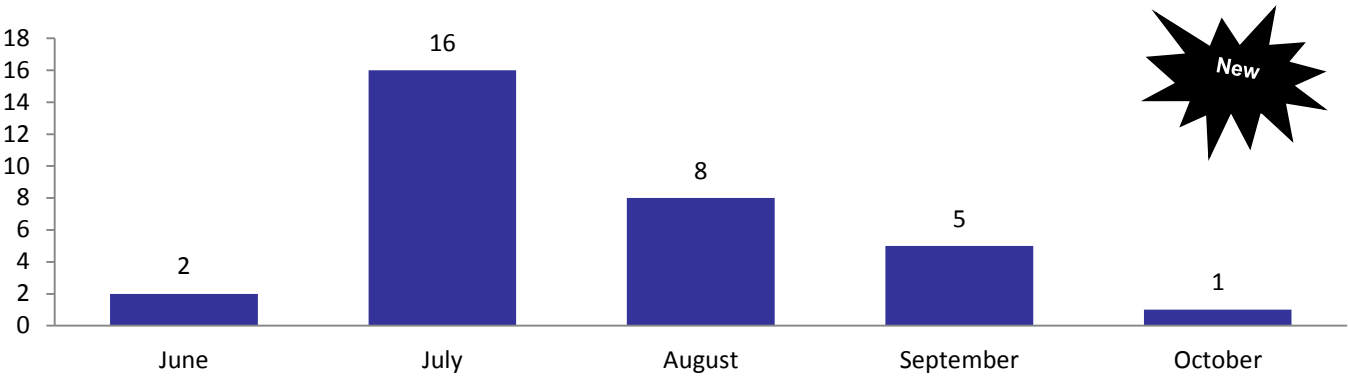


Source: KIVA/COGNOS

All Together Now "Sweep-Type" Effort: Proportion of Parcels in and Out of Compliance

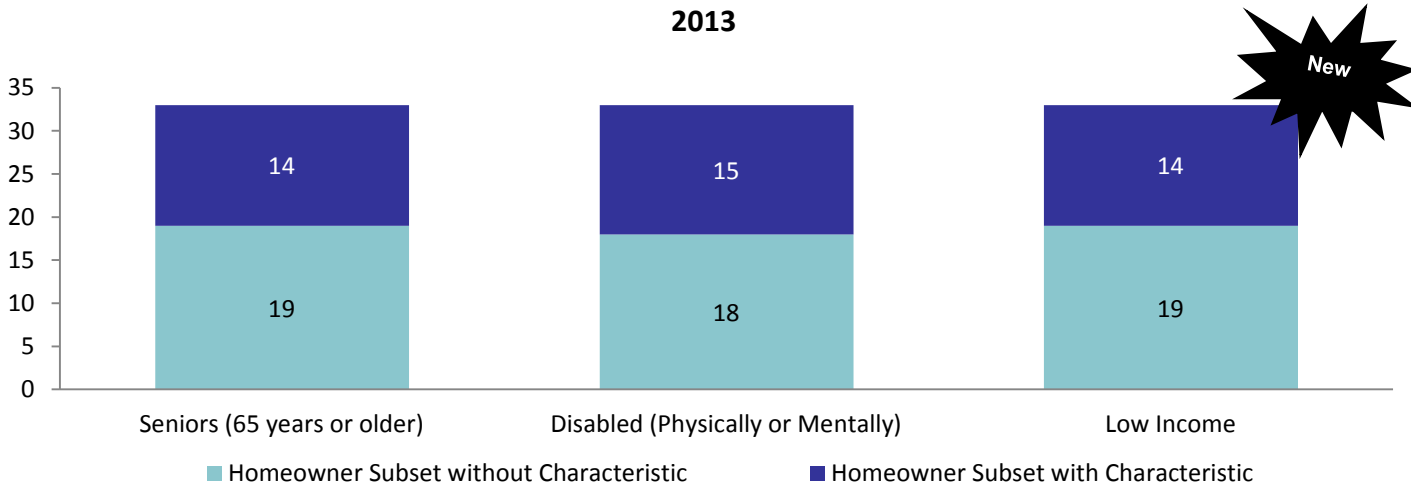


Regulatory Services & NCR Collaborative Work: Number of Opened Cases, 2013



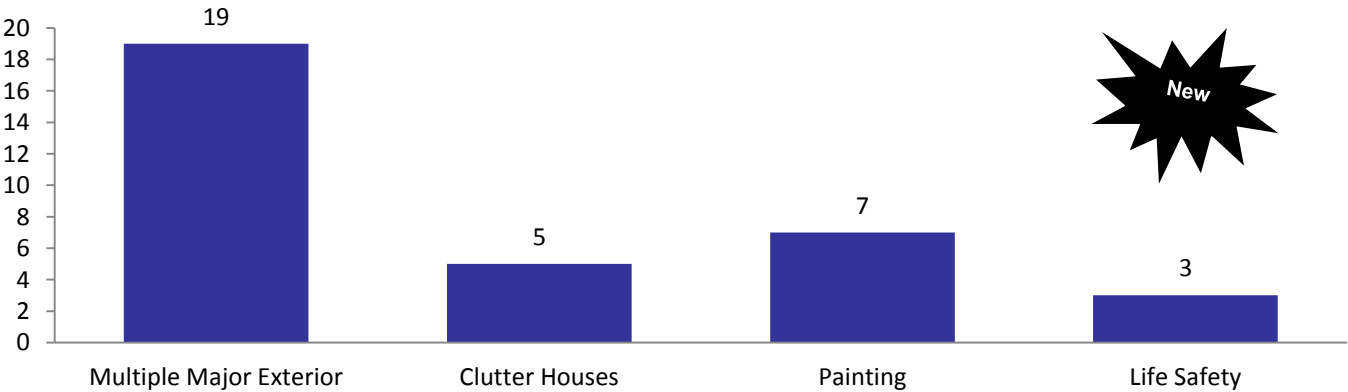
Source: Regulatory Services

Regulatory Services & NCR Collaborative Work: Homeowner Demographics, June-Oct 2013



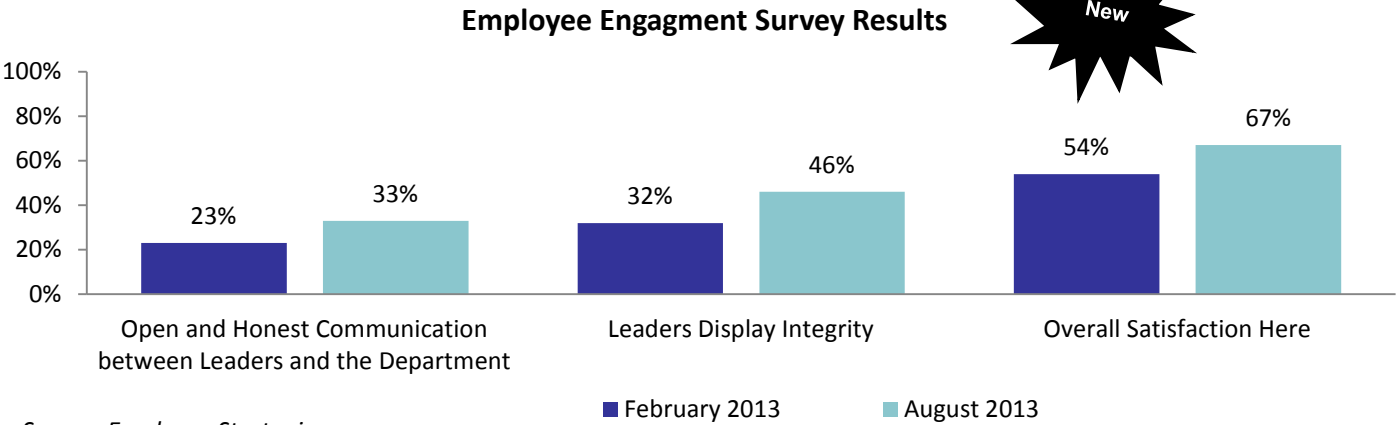
Source: Regulatory Services

Regulatory Services & NCR Collaborative Work: Types of Violations, June-Oct 2013



Source: Regulatory Services

Regulatory Services continually develops its employees and has an operating culture defined by excellence, professionalism and open communication



Why are these measures important?

2013 has been a year of great change for Regulatory Services – the department was reorganized in the 2013 budget and three divisions moved to other City departments. In addition, long-standing workplace culture issues came to the forefront as the department’s leadership changed for the third consecutive year. The department has been active in addressing these issues and much of 2013 has been spent focused inward on staff, the leadership team and the structure of the department.

An early 2013 survey underlined existing issues concerning morale and workplace culture, which prompted several initiatives, including the creation of the department’s Workplace Culture Team. This inter-disciplinary group of staff became the department’s ambassadors of change and set about finding mechanisms to improve morale and come up with suggestions and ideas that would improve working conditions for all staff.

The department’s new leadership also emphasized increased training opportunities and placed particular emphasis on management and supervisory techniques. Together, the Workplace Culture Team and the department’s leadership team have been able to achieve the following:

- Training events at all five work locations
- Staff contact list for entire department – including photos and contact information
- Access to most Minneapolis public facilities for field staff
- Increased supervisor availability and trainings
- Development of an Employee Recognition program, part of a broader employee engagement strategy
- Development of a department-wide job shadow program
- Communication plan for all staff
- Clearer idea of the department’s future
- Additional training and development opportunities for all staff
- Articulation of 5 Core Values to be further defined by each of the department’s divisions:
 - Community Engagement
 - Communication and Transparency
 - Leadership in Action
 - Staff Development
 - Moving Forward

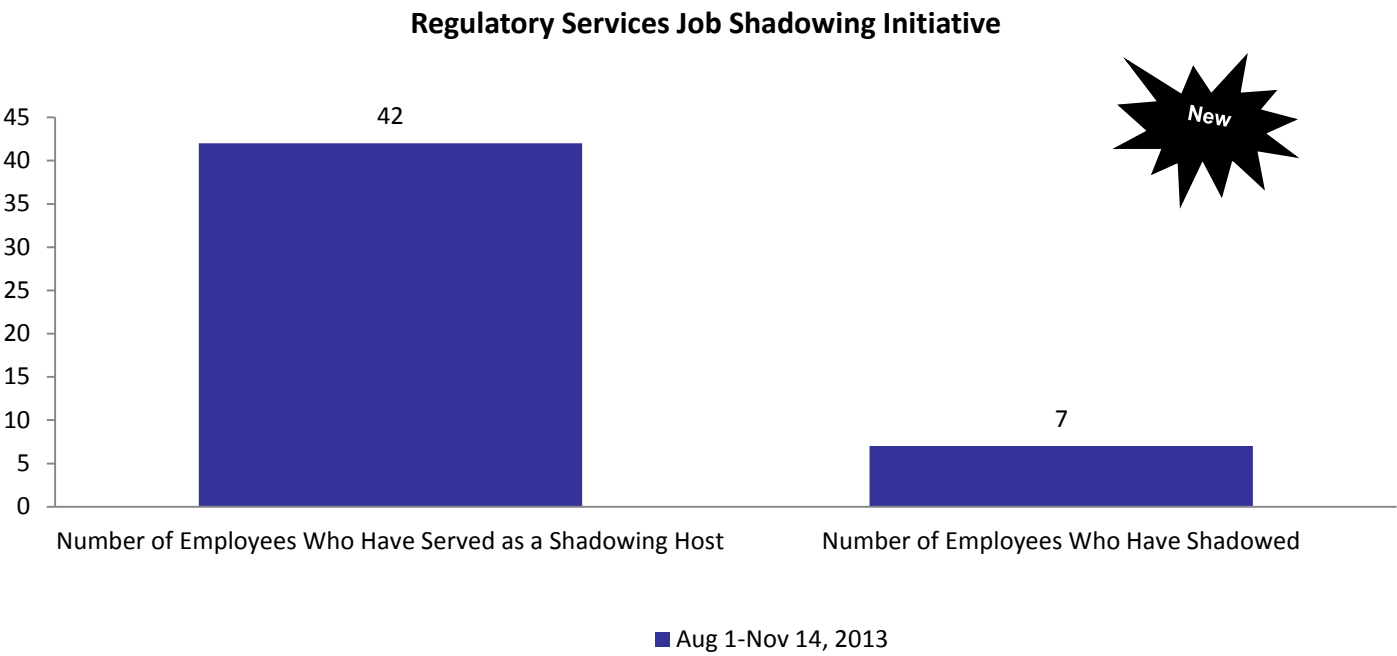
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What will it take to make progress?

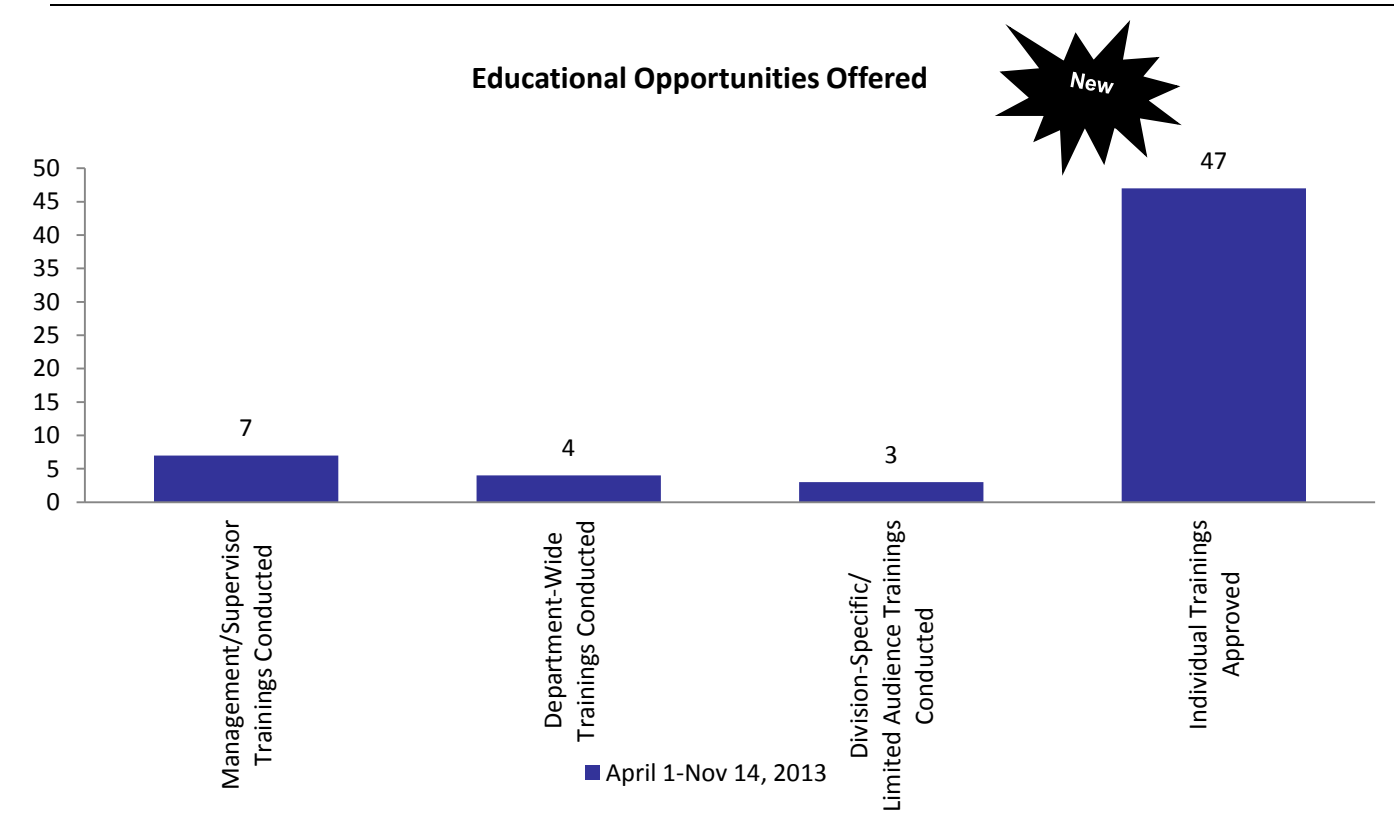
Regulatory Services will need continued focus on and commitment to enhancing the workplace environment. This includes efforts focused on increasing morale and retention as well as continuing to professionalize its workforce by providing training opportunities and tools for effective leadership and operational excellence. Additionally, leadership needs to continue to support the efforts of the Workplace Culture Team as it continues to find new avenues and initiatives that improve the department's overall work environment.

Each of the divisions has already taken steps to define what each of the department's core values means for them, and once finalized, they will be united by a central vision for the department so that everyone has a clear understanding of what the department's collective vision is for the future.

As Regulatory Services continues to chart its path forward, the department will need to strive for honest and rigorous tracking and monitoring of the changing workplace culture, including additional pulse surveys and focus groups in 2014.



Source: Regulatory Services



Source: Regulatory Services

Appendix

Top 25 service requests as of June 30, 2013
Percentage Meeting Service Level Agreement

				Jan 1 to June 30, 2013			Jan 1 to June 30, 2012		
Rank	Request Type	SLA	SLA Unit	Count	Meet SLA	Pct Meet SLA	Count	Meet SLA	Pct Meet SLA
1	Sidewalk Snow & Ice Complaint	21	Days	5,158	3,948	76.50%	3,695	3,418	92.50%
2	Parking Violation Complaint	5	Days	3,104	3,065	98.70%	2,006	2,001	99.75%
3	Exterior Nuisance Complaint	15	Days	2,565	2,484	96.84%	2,860	2,802	97.97%
4	Graffiti complaint / reporting	20	Days	3,780	2,990	79.10%	4,760	4,222	88.70%
5	Abandoned Vehicle	14	Days	2,331	2,324	99.70%	2,035	2,034	99.95%
6	Pothole	12	Days	2,900	1,933	66.70%	622	501	80.55%
7	Residential Conditions Complaint	50	Days	1,550	1,513	97.61%	1,990	1,979	99.45%
8	Animal Complaint - Livability	11	Days	1,444	1,375	95.22%	1,685	1,651	97.98%
9	Bicycle Registration	1	Hours	1,437	1,436	99.93%	0	0	N/A
10	Snow & Ice Complaint	3	Days	1,403	1,176	83.82%	136	125	91.91%
11	Parking Meter Problem	3	Days	1,368	1,341	98.03%	645	611	94.73%
12	Zoning Ordinance Question	4	Days	1,258	1,225	97.38%	1,210	1,137	93.97%
13	Animal Complaint - Public Health	4	Days	917	853	93.02%	1,010	947	93.76%
14	Plan Review Callback	3	Days	755	723	95.76%	997	966	96.89%
15	City Attorney Callback Request	3	Days	619	596	96.28%	777	713	91.76%
16	Traffic Signal Trouble	7	Days	552	506	91.67%	546	531	97.25%
17	Rental License Follow-up	2	Days	537	535	99.63%	578	577	99.83%
18	MECC/911	10	Days	521	280	53.74%	273	124	45.42%
19	Street Light Trouble	12	Days	517	407	78.72%	314	265	84.39%
20	311 Police Report Callback	3	Days	479	449	93.74%	292	278	95.21%
21	Complaint	5	Days	440	431	97.95%	430	412	95.81%
22	Traffic Signal Timing Issue	5	Days	394	244	61.93%	348	284	81.61%
23	Suspicious Activity	7	Days	372	362	97.31%	319	217	68.03%
24	Sewer Complaint Data	1	Minutes	353	258	73.09%	294	293	99.66%
25	Residential Conditions Complaint Tenant	15	Days	317	295	93.06%	294	276	93.88%



Regulatory Services Service request